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Building the Business Case for IT Projects

High Value Solution in a Recession

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Who's Here?

- **Role:**
 - Developers
 - IT Managers
 - Other IT
- **Project Size**
- **Organization:**
 - In-house Enterprise IT
 - Software Company
 - Consulting - Contractors
 - Independents

Who Pays?



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The Keys to Sustainable Return (People, Process, and Technical Excellence)

- Quick Payback on lasting solutions
 - Short project cycles – Rapid deployments (Used)
 - Iterative planning and continuous adaptation
 - Concentrate on critical processes and most challenging gaps (low hanging fruit/high-grading)
- Separate organizational from technical issues
 - Resolve priority design and readiness issues early
- Integration – Whole-systems Design
 - Optimize across silos & to suppliers and customers



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Quick Cycle Times



- Solve today's problems now
 - Before the world moves away from your solution
 - Deploy what is most valuable to users



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Quick Cycle Times



- **ROI= Revenue (Savings)-Investment**
(as a % of the total investment)
(time weighted)
– Accuracy?
- **Can IT be a Revenue Generator**
not just a cost center?

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Pragmatic Product Management

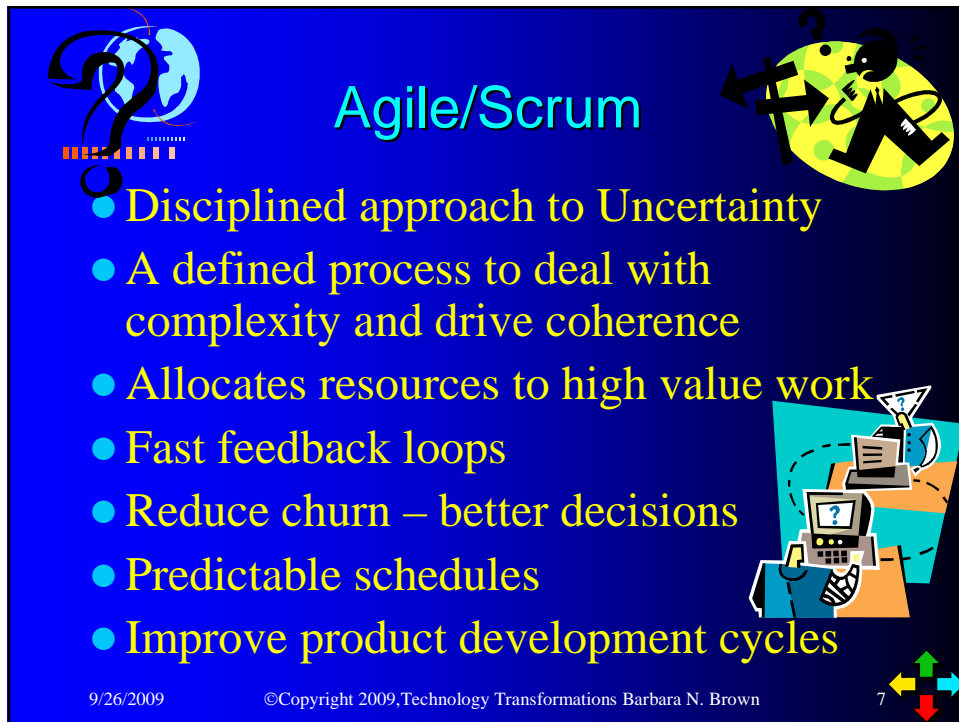
- **What problem are you getting paid to solve?**
- **Project Roadmap (integrated big picture)**
- **Break large projects into minimum usable features, manage by pull (reprioritize)**
- **Prioritized Backlog by ROI (for the user!)**
- **Increased, more frequent user feedback**
- **PrM (direct to customer) vs. PrO (internal)**

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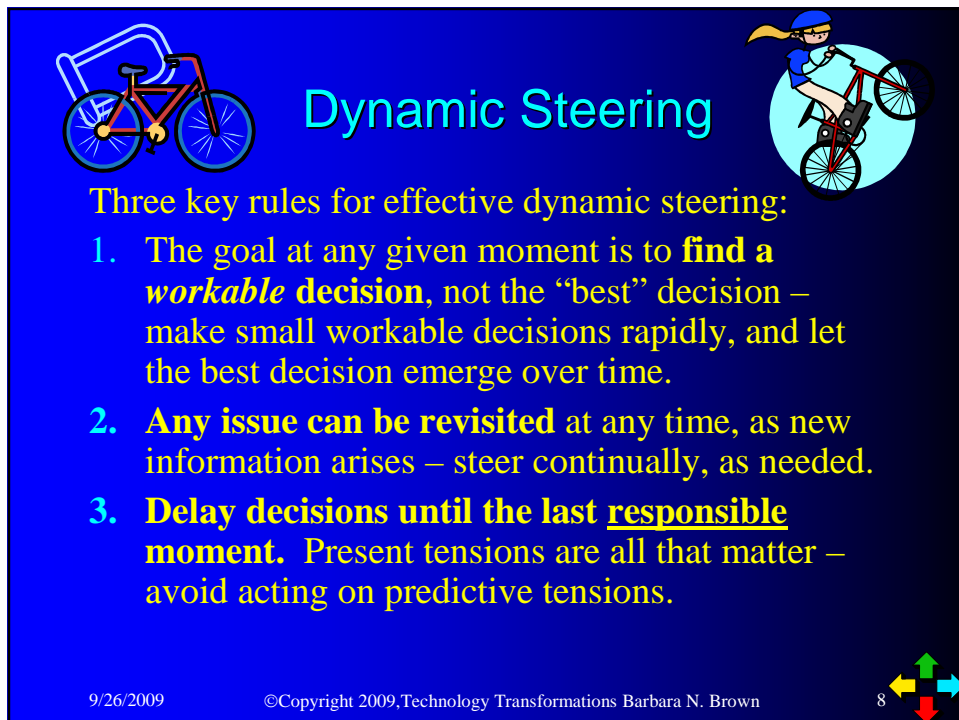




Agile/Scrum

- Disciplined approach to Uncertainty
- A defined process to deal with complexity and drive coherence
- Allocates resources to high value work
- Fast feedback loops
- Reduce churn – better decisions
- Predictable schedules
- Improve product development cycles

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Dynamic Steering

Three key rules for effective dynamic steering:

1. The goal at any given moment is to **find a workable decision**, not the “best” decision – make small workable decisions rapidly, and let the best decision emerge over time.
2. **Any issue can be revisited** at any time, as new information arises – steer continually, as needed.
3. **Delay decisions until the last responsible moment.** Present tensions are all that matter – avoid acting on predictive tensions.

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Lean Processes - Optimization

- In the Business Process being supported
 - Do NOT hard code a broken process
- In the software development life cycle
 - Every activity is of value to the business
- In software maintenance/troubleshooting
 - Proactive Prevention – contingency plans
 - Fix it right the first time – at the root cause

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Lean Thinking

- Have an integrated systems approach
- Use a Pull approach
- Eliminate activity with no user value
- Provide a Complete Solution
- Give the end-user exactly what he needs, when he needs it, where he needs it
- Assess end-to-end total cost/value of ownership
- Metric is consumption (use) NOT deployment



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Solve my Problem Permanently

- The problem changes
- The technology changes
- The users may change
- **Solutions must continually morph**
- The Agile Product Backlog cycle never ends
- Reprioritize and attack the priority issues
- A software project is never completed?



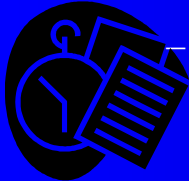

Lean Solutions: How Companies and Customers Can Create Value and Wealth Together by James P. Womack and Daniel T. Jones, The Lean Enterprise Institute, Inc.

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Value Stream Mapping

- **Remove Delays – Waste!**
 - Waiting for approval/response
 - Decisions too early
 - Long time to detect mistakes
- **Move critical items earlier**
 - Testing too late
 - Integration too late
- **Validate common code & Reuse**
 - **Common Variability Analysis (CVA)**

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Value Stream Mapping

- Batch work is not a good solution
 - High WIP (adds cost, delays deployment)
 - Adds Features/Tasks not really needed
Over engineered
 - Doing early causes lost knowledge during wait



Some answers:

- Co-location
- Work on fewer things
- Look outside current silo for delay & cost

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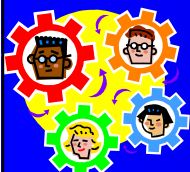
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Whole Systems Planning

- Analyze across Silos - Integration
- Don't push work to others
- Deal directly with complexity
- Expect to adapt as you go
- Involve all stakeholders (users!)



- Value Driven
- Collaborative



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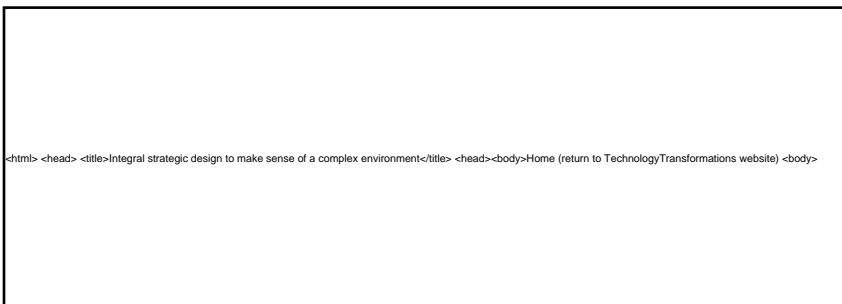
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